Corporate Performance Plan

2001 - 2004

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British Columbia Assets & Land Corporation

An agency of the government of British Columbia

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CORPORATE PERFORMANCE PLAN

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Introduction

In British Columbia, over ninety-two percent of the land mass is provincial Crown land. As a result, the provincial government has a tremendous responsibility to manage this resource in a way that benefits all British Columbians. To meet this challenge, the provincial government established a specialized agency dedicated to the management and disposition of Crown land, the British Columbia Assets and Land Corporation, or BCAL, as we are commonly called.

In addition to managing over 30,000 tenures across British Columbia, we process new applications for access to Crown land each year. We also proactively seek new opportunities for Crown land use by leading large land planning projects and supporting the resolution of complex land issues.

We understand the significant impact that Crown land decisions have on British Columbia's economy. We actively support the growth and diversification of the provincial economy by facilitating a variety of residential, commercial, industrial, agricultural and recreational uses of Crown land. Preliminary estimates suggest that the land allocation decisions taken by BCAL contribute $2.9 billion annually towards the province's gross domestic product.

We make decisions daily in full recognition that provincial land resources are limited and must accommodate a range of values including aboriginal, environmental, social and economic. To accomplish our mission, we work in close co-ordination with a number of agencies at all levels of government, First Nations, and community stakeholders. Applicants seeking access to Crown land are required to submit to a review process designed to achieve environmentally and socially responsible land allocation decisions. Public consultation is an important component of this process.

As a relatively new government agency – BCAL was created in its current form in 1998 – we focused our initial energy on the development of a corporate structure that can respond to changing land use demands and public expectations. We have also worked hard to establish an operating environment that is accessible, accountable and transparent to the people of British Columbia. In 2000/01, our organizational structure changed as a result of the move of the Business Partnerships Division to the Ministry of Finance and Corporate Relations. Now we are bringing increased focus to the leadership role we play in supporting communities as they work to respond to their changing economic base.

The 2001 – 2004 Corporate Performance Plan is BCAL's response to the requirements of the *Budget Transparency and Accountability Act* which sets the standards for budget transparency in the public service and requires government ministries and agencies to publish performance plans by April 30th of each year.

This plan has been created with input from all staff and will continue to evolve through the contributions of clients, communities, First Nations and stakeholders. The plan provides the strategic context and measurable performance targets that will guide our day-to-day operations. While this is a three-year plan, it will be updated annually to reflect changes in our operating environment, the economy, and priorities of government.

Strategic Foundation

As we set our corporate direction and priorities for the next three years, a strong strategic foundation will guide us as we face new challenges and capture emerging opportunities.

VISION British Columbia will be respected as a world leader in the management of Crown land.

MISSION To manage Crown land for responsible economic growth and public benefit.

PRINCIPLES The following four operating principles express our management philosophy:

- **Responsive client services** – We are dedicated to expediting the government decision-making process to meet the interests of our clients and stakeholders in the increasingly complex field of land management.
- **Proactive stakeholder and aboriginal relations** – We respect the aboriginal, environmental and social values that exist on Crown land and we are committed to reflecting these values in our land allocation decisions through full consultation.
- **Innovative business solutions aimed at results** – One of the key reasons BCAL was created was to facilitate regional economic development. BCAL does this by actively seeking out opportunities and delivery methods that go beyond traditional government business models.
- **Leadership as a progressive employer** – We are committed to fully supporting our staff to respond to our clients' changing needs by maintaining a flexible workplace that values teamwork as well as continuous learning and innovation.

VALUES BCAL is a results-oriented, proactive, client-focused organization with the following values:

- Respect for all individuals, groups and their interests;
- Fairness and integrity in our business practices; and
- Honesty and openness in the way we conduct our business.

GOALS These following five goals will move us towards achieving our vision and mission over the next three years:

- **To make Crown land available** to support growth and diversification of the province's economy at the regional and local community levels;
- **To make land allocation decisions** that incorporate aboriginal, social and environmental values;
- **To ensure the Province of British Columbia receives fair value** for the management, tenure and sale of Crown land;
- **To provide exceptional client service**; and
- **To function as a high performance organization** by retaining and attracting talented employees.

Building on Success

In 2000/2001 our first Corporate Business Plan focused on completing the establishment of a new organization and a flexible operating culture capable of responding to the changing needs and demands of the clients, communities and taxpayers we serve in British Columbia.

The three dominant themes of the 2000/2001 Business Plan were:

- responsiveness through the creation of new and innovative delivery models;
- service to clients and stakeholders through the creation of better information and more direct access to that information; and
- improvement of the corporation's ability to identify and deliver new opportunities by increasing the corporation's internal capacity.

Ambitious targets were set for 2000/01 and, in most cases, we met or exceeded those targets. For example, the integrated delivery model is improving our responsiveness in areas, such as the shellfish industry. We are also very proud of the launch of our new web site in 2001 which presents, for the first time, comprehensive information on how Crown land is managed in B.C. Internal systems upgrades were completed in 2000/01 and we will build on this initiative in 2001/2002 by extending web access to our clients to allow them to track the status of their applications on-line.

Over the next three years we will focus our energies on strengthening our effectiveness with clients, communities, First Nations and stakeholders. We will anticipate and respond to business needs by implementing leading edge ideas and approaches, such as using new technologies, in the way we manage land.

Our continued commitment to openness and accessibility is reflected in our goals and objectives for 2001 – 2004. We believe that British Columbia can be an example to the world in strong Crown land management practices and we embrace the role we play in making this a reality.

As always, our success is dependent on the hard work and dedication of our staff in our offices across the province. We continue to be committed to providing a supportive team environment where employees have access to the resources and the support they need to meet the changing needs of our clients and the public.

Emerging Trends and Significant Issues

Our performance planning is guided by the broader social and economic changes taking place in the province. A finite land base, coupled with competing expectations on how that land base should be managed, creates pressure for better and more innovative land allocation decisions. Businesses demand speed and simplicity in the application processes while the public demands stewardship, scrutiny and accountability. The following key trends and significant issues present opportunities and challenges for BCAL. They will shape our strategic direction for the next three years.

ECONOMIC DEVELOPMENT TO MEET COMMUNITY NEEDS

As economic activity in British Columbia shifts from mainly resource extraction to include a mix of value-added, high tech and service industries, we recognize that:

- communities require additional Crown land to support their transition to a more diversified economy;
- communities in B.C., surrounded by Crown land reserved for forestry use, require access to these lands for community settlement, expansion and development;
- new business opportunities are fuelling demand for such new types of access to Crown land as shellfish development, telecommunications, skiing, eco-tourism, and other commercial recreation (CR) activities; and
- the business community expects efficient approval processes for access to Crown land.

FIRST NATIONS

While the government of B.C. works to establish treaties with First Nations, BCAL plays a role in this process while continuing to support economic development on Crown land. We recognize:

- the need to improve our consultation with First Nations and the limited capacity of many First Nations to respond to our consultation requests;
- demands for Crown land to support First Nations economic development through Interim and Treaty-Related Measures; and
- requests from government to identify land for possible treaty settlement.

ENVIRONMENTAL STEWARDSHIP

The growing awareness of the environmental impacts of land-use decisions, coupled with a growing demand from the general public and commercial operators to use backcountry Crown land, has heightened the interest among stakeholder groups for input into Crown land decisions. We are seeing:

- increased concern about the impact of certain CR activities, such as snowmobiling, heli-skiing, wildlife viewing on habitat and wildlife;
- increased interest from environmental stakeholders for information and input into decision-making processes; and
- rising expectation that the province and BCAL hold the ultimate responsibility for cleaning up or removing abandoned or contaminated properties (e.g. derelict buildings and cars, abandoned barges and ships) on Crown land.

Emerging Trends and Significant Issues

TECHNOLOGY

As with all aspects of society, technology is playing an important role in changing the tools we use to do our jobs as well as the expectations from clients and the public regarding timely access to information and services. Some of the key factors impacting operations include:

- the acquisition and use of GIS (Geographic Information System) technology which will continue to change the way we undertake our land management responsibilities;
- increased client expectations for technology-based access to BCAL information sources for business planning and commercial activities; and
- technological advancements which will improve how our corporate financial functions are performed.

ORGANIZATIONAL STRUCTURE

Changing public expectations, increased demand for Crown land, rapid technological changes and broader shifts in demographics will influence the way we manage our staffing resources. In particular, there is a need for:

- timely and efficient recruitment processes to meet the rapidly changing needs of our clients;
- increased focus on "succession planning," in recognition that a high percentage of our senior staff are eligible to retire within the next five years;
- adjustments to staff roles and compensation levels in order to respond quickly to the changing responsibilities of staff and the emerging technologies they use in their jobs; and
- ongoing training and development opportunities for all staff to meet increasing challenges in the workplace to keep pace with new information technology and to continuously improve our business practices.

PUBLIC EXPECTATIONS FOR ACCOUNTABILITY

In addition to rising client expectations for timely information on the status of tenure applications, there is also growing public scrutiny of the way Crown land is managed. This impacts BCAL by:

- strengthening the need for the corporation to continuously improve the accessibility and clarity of information about all of our land allocation decisions; and
- creating the need for additional resources to respond to incidents and public complaints of trespass on Crown land.

Long-Term Corporate Performance Indicators

Performance indicators track the long-term outcomes that an organization aims to influence, recognizing that other factors, which fall outside of the organization's direct control, also impact the desired outcomes. At BCAL, we are committed to developing performance indicators that can be tracked over the long term to estimate our impact on the British Columbia economy.

Business expenditures related to a wide variety of uses of Crown land produce important contributions to British Columbia's economy. These expenditures include significant levels of capital investment and open up considerable employment opportunities across a broad number of commercial sectors (including our five priority business areas of aquaculture, alpine ski development, CR, aggregates and telecommunications).

The following measures will assist in tracking our performance:

1. Economic Activity: In 2001/2002 BCAL will collect information on direct investment and direct employment in order to estimate the impact on the economic activity on Crown land.

   By the end of 2001/2002, BCAL will report impacts associated with *newly approved tenures.* At the same time, we will work closely with BC Stats to present estimates of aggregate economic impacts (direct, indirect and induced) flowing from all business activity on Crown land. By the end of 2002/2003, BCAL will report on key economic impacts associated with its *entire portfolio.*

2. Responsiveness to Clients: Progress in reducing the gap between actual and target processing times or "turnaround times" for tenure applications.

   The length of time to process applications for sales or tenures on Crown land has an impact on levels of capital investment, employment and BCAL's revenues. Businesses have indicated to government that when the corporation can conclude application reviews within a predictable period of time, they can plan their business investment and development with more certainty.

3. Revenue: BCAL's financial "dividend" to the Crown is based on revenues from Crown land sales, and current and new tenures (net of BCAL's operating expenses).

   We anticipate that as existing business activity on Crown land continues and new activities develop, the corporation's financial return to the Crown will increase.

Corporate Goals and Objectives 2001 - 2004

The following goals and objectives are focused on ensuring that we successfully fulfil our vision and mission while, at the same time, strategically positioning the corporation to respond to developing opportunities, emerging trends and significant influences that will impact our business over the next three years.

Goal 1) To make Crown land available to support growth and diversification of the province's economy at the regional and local community levels.

1.1 Identify new opportunities to generate benefits from Crown land.
1.2 Assist local governments to achieve their community and economic development objectives.
1.3 Proactively develop new and appropriate uses for Crown land through strategic and program level land use planning.

Goal 2) To make land allocation decisions that incorporate aboriginal, social and environmental values.

2.1 Provide better information and access to the public and stakeholders on our application process.
2.2 Establish effective relations with First Nations.
2.3 Manage referral agency response times and minimize time involved in referral agency data collection.

Goal 3) To ensure the Province of British Columbia receives fair value for the management, tenure and sale of Crown land.

3.1 Establish and implement strategies for monitoring permitted uses on and resolving unauthorized uses of Crown land.
3.2 Clarify policies and improve our practices in Crown land pricing and revenue collection.

Goal 4) To provide exceptional client service.

4.1 Provide clients with an enhanced electronic capacity to do business with and make inquiries of BCAL.
4.2 Improve the timeliness and certainty of application decision dates.

Goal 5) To function as a high performance organization through retaining and attracting talented employees.

5.1 Ensure employees have the skills required for BCAL to undertake its future business directions.
5.2 Provide fair and equitable compensation and recognition for work performed and opportunities for advancement through succession planning.

Performance Measures and Targets 2001 - 2004

To achieve our five corporate goals and the objectives set out for each goal we have developed key strategies that identify activities that will be undertaken for each objective. Performance measures and annual targets have been identified for each key strategy and will be instrumental in measuring our progress towards successfully achieving our goals.

Performance measurement is a relatively new activity in the public service and BCAL is fully committed to it as a means to achieve results-based reporting. The performance measures identified in this plan reflect what we believe are meaningful indicators of our targeted objectives. We plan to strengthen our ability to monitor and report on our activities over the next three years and we look forward to feedback from clients and stakeholders to assist us in refining these measures to make them as meaningful as possible.

The following are a series of charts that set out BCAL's five goals, related corporate objectives, key strategies, performance measures and targets.

GOAL #1: To make Crown land available to support growth and diversification of the province's economy at the regional and local community levels.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
1.1 **Identify new opportunities to generate benefits from Crown land.**	▪ Generate economic activity and revenue to government from land tenures	▪ Number of new approved tenures ▪ Actual annual revenue from new tenures ▪ Annual revenue from all tenures [1]	1200 $1.7M $40.3M	1400 $2.0M $44.3M	1600 $2.3M $46.5M
	▪ Sell Crown land surplus to the requirements of government	▪ Total revenue from Crown land sales	$50.0M	$57.0M	$55.0M
	▪ Build inventory of surplus Crown land for sale	▪ Annual number of new properties approved for development and marketing ▪ Potential dollar value of new properties approved for development and marketing	120 report by quarter	120 report by quarter	120 report by quarter
	▪ Manage *Land Act* reserves [2]	▪ Number of properties reviewed annually for relevancy as reserves	200	200	200

[1] The sum of new and continuing tenure revenues plus increases due to changes in tenure pricing policies minus revenues lost due to tenure cancellation and/or expiry.

[2] At present, about 8, 000 reserves are held for a variety of land-use purposes (e.g. grazing, recreation, quarrying and wildlife habitat). Most reserves have a five-year review provision to verify the continuing need for the reserve.

GOAL #1: To make Crown land available to support growth and diversification of the province's economy at the regional and local community levels.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
1.2 **To assist local governments to achieve their community and economic development objectives.** [3]	▪ Work with local communities to identify and implement priority initiatives (e.g. shellfish, gateway, community and institutional grants)	▪ Annual number of community and institutional initiatives (e.g. number of tenures and property transfers that support community development) [4] ▪ Number of new agreements with communities on Crown land uses [5]	20 initiatives 7 new agreements	20 initiatives 7 new agreements	20 initiatives 7 new agreements
1.3 **To proactively develop new and appropriate uses for Crown land through strategic and program level land use planning.**	▪ Engage with planning authorities to plan Crown land uses and resolve conflicts prior to sale or tenure ▪ Implement projects recommended in development opportunity plans	▪ Number of new program level land use plans *(Development Opportunity Studies)* [6] ▪ Number of opportunities realized (e.g. CR tenures, recreation lots, etc.) [7]	3 report by quarter	5 report by quarter	6 report by quarter

GOAL #2: To make land allocation decisions that incorporate aboriginal, social and environmental values.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
2.1 **To provide better information and access to the public and stakeholders on our application process.**	▪ Public have on-line access to tenure application information and maps of proposed tenure sites	▪ Provide the public with on-line access to tenure application information and maps of proposed tenure sites	▪ To pilot on-line access to CR applications in the Kootenay and Sea-to-Sky region by June 30, 2001 ▪ By March 31, 2002 public to have on-line access to aquaculture, aggregates, CR and telecommunications applications ▪ By March 31, 2003 public to have on-line access to all other applications		

[3] BCAL currently administers approximately 1,050 tenures that support local community initiatives, and intends to continue supporting similar initiatives in the future.

[4] These initiatives include Crown grants to local communities and institutions for specific public purposes.

[5] These comprise head leases and other agreements with local communities to enable development of Crown land for public and commercial uses.

[6] Program level land use plans (*Development Opportunity Studies*) are plans that focus on the capability and suitability of particular Crown land for specific development opportunities. These plans will lead to multiple projects which will be reported on by quarter. (see footnote 7 below)

[7] The number of opportunities or projects likely to be realized is unknown until a Development Opportunity Study is completed. Regional Managers will report progress to the Vice President on a quarterly basis.

GOAL #2: To make land allocation decisions that incorporate aboriginal, social and environmental values.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
2.2 **To establish effective relations with First Nations.**	▪ Generate First Nations economic development opportunities on Crown land	▪ Number of Interim Measures Agreements that provide First Nations with economic development opportunities on Crown land	12	18	24
2.3 **To manage referral agency response times and minimize time involved in referral agency data collection.**	▪ Negotiate *Umbrella and Regional Agreements* with all provincial and federal referral agencies that establish when referrals are required, and typical referral agency response times	▪ BCAL Executive concludes *Umbrella Referral Management Agreements* with senior officials of provincial and federal referral agencies ▪ BCAL Regional Managers conclude *Regional Referral Management Agreements* with counterparts in regional, provincial and federal referral agencies	▪ August 31, 2001 ▪ January 1, 2002		
	▪ Develop (one-stop) application forms for four priority business areas that meet the information and data requirements of all provincial and federal referral agencies	▪ Expanded tenure application forms developed and posted to BCAL's web site	**FY 2001-2002**: Expanded forms available for aquaculture, aggregates, commercial recreation and telecommunications **FY 2002-2003**: Expanded forms available for all other business areas		

GOAL #3: To ensure the Province of British Columbia receives fair value for the management, tenure and sale of Crown land.			
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**
3.1 **To establish and implement strategies for monitoring permitted uses on and resolving unauthorized uses of Crown land.**	▪ Develop strategies and resourcing requirements	▪ Strategies and resourcing approved by BCAL Executive and Board ▪ Regional strategies developed and implemented ▪ Number and percent of existing tenures reviewed for compliance	▪ March 31, 2002 ▪ September 1, 2002 ▪ Targets developed as part of the strategy

GOAL #3: To ensure the Province of British Columbia receives fair value for the management, tenure and sale of Crown land.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
3.2 **To clarify policies and improve our practices in Crown land pricing and revenue collection.**	Practice diligence by: ▪ Seeking direction on pricing from Treasury Board ▪ ensuring revenue collection practices meet corporate standards ▪ establishing an audit program to verify that existing and new tenures are consistent with current policies, including pricing	▪ Recommendations on pricing submitted to Treasury Board ▪ Percent of rents collected within 30 days following due date ▪ Number of tenures sampled and audited annually	▪ November 1, 2001		
			60%	80%	90%
			100 tenures	100 tenures	100 tenures

Goal #4: To provide exceptional client service.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
4.1 **To provide clients with an enhanced electronic capacity to do business with and make inquiries of BCAL.**	Make the following available on the BCAL web site: ▪ Application status ▪ Account status ▪ Ability to make payments ▪ Ability to file applications	Clients have on-line ability to: ▪ Verify application status ▪ Confirm account status ▪ Make payments ▪ File applications	▪ March 31, 2002		
4.2 **To improve the timeliness and certainty of application decision dates.**	▪ Increase percent of applications that meet benchmark turn-around-times [8]	▪ Percent of applications that meet benchmark turn-around-times ▪ Finalize applications that are over one year old	65%	90%	90%
			▪ 50% of all applications over one year old decided by July 31, 2001 ▪ All remaining applications over one year old decided by September 30, 2001		

Goal #5: To function as a high performance organization through retaining and attracting talented employees.					
Corporate Objective	**Key Strategy**	**Performance Measure**	**Target**		
			Yr 1	**Yr 2**	**Yr 3**
5.1 **To ensure employees have the skills required for BCAL to undertake its future business directions.**	▪ Identify priority skills training so staff are able to effectively deliver their contributions to the *Corporate Performance Plan*	▪ Develop 3 year Corporate Training Strategy	▪ Targets developed as part of the Corporate Training Strategy		

[8] Turnaround targets are: 12 months for agricultural and commercial recreation applications, and *Land Act* reserves; 6 months for shellfish and finfish applications; 9 months for all other applications.

Goal #5: To function as a high performance organization through retaining and attracting talented employees.					
Corporate Objective	Key Strategy	Performance Measure	Target		
			Yr 1	Yr 2	Yr 3
5.2 **To provide fair and equitable compensation and recognition for work performed and opportunities for advancement through succession planning.**	▪ Complete staff performance plans to ensure readiness to meet all business challenges	▪ Percent of positions that have performance plans established	▪ 100% of positions have performance plans established annually		
	▪ Review all positions to ensure consistency with performance plans, appropriate classification levels	▪ Percent of positions that have been reviewed	▪ 20% of positions reviewed annually		
	▪ Measure employee satisfaction with BCAL	▪ Develop and administer employee satisfaction survey	▪ Survey completed by March 31, 2002 ▪ Annual targets set based on survey results		

GLOSSARY OF TERMS

1. **Client** – An individual outside or within an organization who receives and uses its products and services. Government distinguishes between external and internal clients.

2. **Goal** – The ultimate end the organization wants to achieve.

3. **Key Strategy** – Specific activity that will be undertaken and how these will achieve the organization's goals and objectives.

4. **Mission** - A statement outlining the primary purpose of the government organization, what it does, why, and for whom.

5. **Objective** – A statement of specific result to be achieved by an organization along the way to reaching its goals.

6. **Operating Segment** – A component of a government organization. In BCAL, this refers to a division or branch.

7. **Outcomes** – Measurable consequences of a program's outputs, impacts on the client or the public, and the results of the outputs. Outcomes may be immediate, ultimate or somewhere between.

8. **Outputs** – Measurable direct results of activities, such as products or services provided by an organization.

9. **Performance Plan** (formerly called a Business Plan) - The B.C. government's term for a document prepared for an organization that describes its vision, mission, goals, and objectives. The document also identifies the activities the organization will undertake to meet those objectives and the measures that will be used to indicate progress toward the achievement of the objectives.

10. **Performance Target** – The level of performance expressed as a tangible, measurable objective against which actual achievement can be compared.

11. **Performance Measure** – A statement specifying, clearly and precisely, a desired output, outcome or event that is expected to occur; the "what" that is to be measured.

12. **Stakeholder** – An individual or group of individuals in the public or private sector who can be affected by an organization's decisions or activities and who can affect the organization's decisions and activities.

13. **Strategy** – The action or activity that describe how the objectives are to be achieved by the organization.

14. **Values** – A series of statements that define the organization's principles in terms of management style and personal and organizational behaviour.

15. **Vision** – A reflection of the organization's contribution to the preferred future for the province.

Appendix A
BCAL's Organization & Structure

British Columbia Assets and Land Corporation (BCAL) is incorporated under the *Company Act of British Columbia.* The shareholder is the Province of British Columbia, with the Minister of Agriculture, Food and Fisheries and Minister Responsible for Rural Development holding the sole issued share on behalf of the province. The Minister appoints a Board of Directors.

BCAL acts as government's agent with respect to land tenures and surplus land allocation. BCAL is governed by a number of provincial acts and agreements, perhaps most notably the *Land Act* of British Columbia and the Land Delegation Agreement signed by the Ministry of Environment, Lands and Parks (MELP) and BCAL. The agreement empowers BCAL to take responsibility for the management, disposition and administration of Crown land.

In order to facilitate the successful implementation of the corporation's business initiatives, BCAL has been organized into two distinct operational divisions, the Land Management Division and the Development and Marketing Division. The Corporate Services Branch, Communications Branch and the Land Program Services Branch support the work of these divisions. In April 2000 the reporting structure of the Business Partnerships Division, which resides in BCAL, was moved to the Ministry of Finance and Corporate Relations. A brief description of the structure and organization of the corporation follows.

Land Management Division - The Land Management Division manages approximately 30,000 tenures on provincial Crown land, processes more than a thousand new applications for tenures and renewals each year through its offices across the province, and monitors and enforces the *Land Act*, including trespass provisions. The division also designates land as reserves in the interest of other agencies of government such as the Ministry of Environment, Lands and Parks, the Ministry of Transportation and Highways and the Ministry of Municipal Affairs.

The application and review process is intended to ensure all applications are considered and reviewed based on a set of criteria designed to achieve sustainable land use outcomes and to ensure that due diligence is brought to each application.

Development and Marketing Division - The Development and Marketing Division identifies, develops and markets Crown land on behalf of the provincial government. Land approved for sale is sold in accordance with all relevant government policies and is marketed for a variety of uses including residential, commercial, industrial, agricultural and recreational. The division provides a complete listing and description of all Crown land approved for sale and offers these opportunities to the public at fair market value.

The sale of Crown land provides revenue that benefits the taxpayers of British Columbia. This is an essential activity in many of British Columbia's northern and interior communities where Crown land may represent the only source of land available for much needed growth and services.

Appendix A

Corporate Services Branch - The Corporate Services Branch is responsible for the prudent management of up to $150 million per year in revenues[9], while providing efficient and effective administrative services to BCAL's corporate and regional offices. The branch provides administrative services in areas of finance, budget control and monitoring, information systems, human resources, facilities and vehicle management.

Communications Branch - The Communications Branch works to raise public awareness and understanding about the corporation's Crown land management practices and its sales and marketing objectives. The branch responds to public and media inquiries and requests for information. It also maintains an Internet information site designed to provide public access to corporate information, Crown land application processes and the land management programs overseen by BCAL.

Land Program Services Branch - The Land Program Services Branch plays a strategic role in the development of Crown land pricing and land use policies. The branch is also instrumental in ensuring that BCAL conducts its activities in a manner that fulfils provincial obligations towards First Nations and co-ordinates BCAL's input into the treaty process.

Within this organizational structure, BCAL has developed a number of targeted programs and business units dedicated to specific economic sectors with a view to providing responsible, efficient land management services to these emerging industries. These include the Aggregate Business Unit, the Commercial Recreation Business Unit, the Community Economic Development Program, the Alpine Ski Development Program, the Shellfish Development Unit, and the Telecommunications Unit.

[9] This includes revenue and expenditures for the Business Partnerships Division through a management agreement with the Ministry of Finance and Corporate Relations